

DCI/IC 73-1328

23 November 1973

MEMORANDUM FOR: Director of Training

SUBJECT : "Information Science for Managers" Training
Course, 15-19 October 1973

I am forwarding to you a memorandum written by []
[] who is a member of the IC Product Review Group. It is my
thought that it may be useful for you to have a detached view from
the "consumer." A copy of this has gone to [] who, of course,
has a real interest in the effectiveness of this training experience.

(signed) John M. Clarke

John M. Clarke
Principal Deputy to the D/DCI/IC
for Program Development and Operations

Attachment:
As stated

DCI/IC [] (11/23/73)

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E2 IMPDET CL []

CONFIDENTIAL

24 October 1973

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MEMORANDUM FOR: [REDACTED]

SUBJECT: "Information Science for Managers" Training
Course, 15-19 October 1973

1. During the week of 15-19 October 1973, I attended the above inter-agency course presented by the Office of Training, CIA. The broad objectives of the course were set forth in Training Bulletin 24-73, 21 August 1973, attached. In spite of the diligent efforts of a highly motivated and professional training staff, it was simply not possible to achieve the cited training objectives in the time allowed given the current organization of the course. The several constructive criticisms which follow are for the purpose of better orienting the course to the needs of managers by deleting material primarily of interest to analysts and computer terminal operators.

2. The course got off to a very slow start. A recommended fix here is to open the course with [REDACTED] presentation on "Large-Scale Systems Dynamics." This presentation gives emphasis to the need for new methods in tackling complex management problems today and in the future.

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3. A great deal of time in the course is wasted "playing" with computer terminals. Several "practical" problems are worked by the students using the terminals. While a one-time chance to work a computer terminal might be of some value to the manager, a great deal more could be gained in the course if a single qualified terminal operator were to input material into a terminal with a sufficiently large display on which the whole class could observe the results. In this way, concentration on the management aspects of the problem would be emphasized rather than basic typing and telephoning skills (much time was wasted in repeatedly dialing telephones to tie into the computer system).

4. The presentation on "Statistics in Intelligence and Management" was too complicated, too technical, and in too much detail for most managers. Again, the practical computer exercise added little because many students were uncertain as to what the computer was doing for them.

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5. "Probability in Intelligence and Management" emphasized the roots of probability analysis as related to gambling rather than relating the applicability of these techniques to solving management problems.

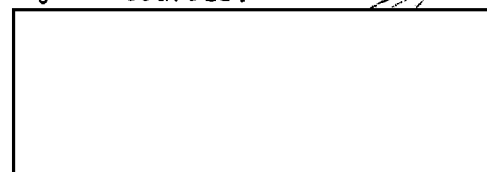
6. Throughout the course there was a general lack of management related examples. Examples were almost always analyst level problems.

7. The presentation on "Community Systems (DIAOLS, COINS, CIRCOL, SOLIS)" was very rapid and critical only of COINS. Community systems offer an excellent vehicle for discussion in an inter-agency course on community management problems.

8. Recognizing the short duration of the course, it would have still been useful to have had a greater class discussion of the subjects presented. Very little advantage was taken of the considerable management background of the students. If more time were devoted to management applications and less time to mathematical and manipulative skills, there would have been more time for this type of discussion.

9. The guest speaker's presentation on "Management's Greatest Source of Power" related more to the history of the development of computers than to the subject of management. If this presentation represented an appreciable cost, consideration should be given to scrubbing it.

10. I do not want to leave the impression that the course was not of considerable worth. It is valuable to managers, but it could be so much more so if mechanics and detail could be deleted and emphasis placed on principles and concepts. One week is just not sufficient time to cover the principles and the details, and I think that managers' time would be best spent on principles, leaving the details, formulas, and computer terminal techniques to journeyman courses.



LTC, USA

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REPLACES FORM 36-8
WHICH MAY BE USED.

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